

## HR METRICS

THEME	CONSTITUENT METRICS
1.0 Pride in Quality Public Service Metrics	1.1 How employees feel about public service
	1.2 Percent of employees leaving because they are not satisfied
	1.3 Percent of employees proud of work they do
2.0 Dynamic Leadership Metrics	2.1 Percent of leaders demonstrating organizational values
	2.2 Percent of leaders with ratings of exceeds performance objectives
	2.3 Percent of critical leadership positions with succession plans
3.0 Learning Organization Metrics	3.1 Percent of employees/managers who report that learning and development have improved performance
	3.2 Percent of employees with learning and development plans
	3.3 Percent of employees who achieve development plan objectives
	3.4 Average dollars spent on employee training
	3.5 Percent of planned training activities that develop predetermined competencies
4.0 Motivating and Flexible Work Environment Metrics	4.1 Percent of managers rated by employees as having effective people management skills
	4.2 Percent of employees and managers reporting an ability to take risks and innovate
5.0 Satisfied Workforce Metrics	5.1 Total separation rate (voluntary and involuntary turnover)
	5.2 Voluntary turnover rate
	5.3 Average remuneration per employee
	5.4 HR staffing mix (HR employees as a percentage of employee population)
6.0 Capable Workforce Metrics	6.1 Recruitment source ratio (internal versus external recruits)
	6.2 Ratios of employees by occupational level
	6.3 Staffing rate (percentages of full-time, part-time and contracted employees) of approved positions
7.0 Productive Workforce Metrics	7.1 Total productivity rate
	7.2 Occupational health & safety average lost time rate
	7.3 Unscheduled absence rate
	7.4 Number of overtime hours
8.0 Recruiting and Retention Metrics	8.1 Percent of employees eligible to retire without penalty
	8.2 Turnover rate of employees eligible to retire without penalty
	8.3 Percent of new recruits
	8.4 Turnover rate of new recruits
9.0 Diversity Metrics	9.1 Percent of workforce who are visible minorities
	9.2 Percent of workforce who are women
	9.3 Percent of workforce who are persons with disabilities